

RIGHT PEOPLE, RIGHT PLACE, RIGHT TIME—AMERICA'S AIRMEN CREATING THE WORLD'S BEST AIR FORCE

Personnel Strategic Plan

Fiscal Year 2004-2009



U.S. AIR FORCE

Foreword

Our Nation's leadership has clearly articulated the imperative to transform our military services. For the Air Force Personnel Community, that need is no less immediate. Every Airman—active duty, Guard, Reserve, and Air Force Civilian—who is not properly developed or utilized represents degraded combat capability to our warfighting commanders. It is essential that we transform into an effects-based, efficient provider of human combat capability for our warfighters and our Nation. This new Vision and Strategic Plan sets the transformational flight-path for the Personnel Community in support of the Air Expeditionary Force for the next five years. The New Vision:

***Right People, Right Place, Right Time—
America's Airmen Creating the World's Best Air Force***

This vision is founded on the principle that people are our most critical asset. Only through our continued ability to efficiently produce, train, and provide combat-ready personnel to the warfighter, where and when needed, will we be able to remain the world's preeminent Air and Space power.

The new Personnel Strategic Plan links our personnel strategies to broader institutional guidance, and the Air Force's mission, vision, core values, core competencies, and distinctive capabilities. This puts the Air Force at the forefront in pursuing what our Commander in Chief established with his President's Management Agenda for the strategic management of human capital. Further, this plan will advance our continued commitment to a diverse Air Force, not just in gender and ethnicity, but in thought, creativity, education, culture, and problem-solving capabilities.

This Personnel Strategic Plan reflects the imperative to transform our personnel system into one that is agile and responsive to changing requirements while efficiently serving all our people. To achieve this, we developed a new set of enduring goals based on a transformed view of the Personnel life cycle—one that moves away from the more traditional, linear view to a dynamic, effects-based view—toward a Personnel Continuum.

Implementing the Personnel Strategic Plan also depends on another continuum, one centered on performance. Each of our six Strategic Goals is defined by an effect or outcome that describes the end-state of the goal. Discrete Performance Goals help us define the outcome in manageable portions so we can accurately define our progress. We do this through a series of lead and lag Strategic Measures that guide and direct our efforts to achieve our Strategic Vision and Goals. The measures reveal gaps in our performance that lead to strategies and action plans to close the gaps and produce new performance data to assess the gaps. Thus, the performance continuum is born. It is through this performance continuum that the Personnel leadership has moved the community out of a regulatory-based environment and created a performance-based culture.

Our Airmen are the best in the world. They deserve the best personnel system and services possible. The Air Force Personnel Strategic Plan is the transformation engine that will help us achieve our vision.

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Organizing Principles

Understanding the Personnel Life Cycle is key to understanding the context of the Vision and Strategic Plan. On the surface, the personnel life cycle is a fairly linear process, starting with accessions and ending with our military/civilian Airmen either separating or retiring. In between, individuals receive training and professional military education and apply their specialized skills. To retain and sustain these individuals, we ensure they are adequately compensated, measure their performance, and recognize their good work. This works well when viewed from an individual Airman's perspective, but, from a strategic viewpoint, it is insufficient for force development.

To ensure the cycle produces the required capabilities when viewed at the operational and strategic levels, a deeper effects-based model is required. As Figure 1 reflects, our strategic view of the Personnel Life Cycle goes beyond a linear process and frames the doctrinal elements of force renewal, development, and sustainment around a defined mission requirement for human capability. It does this in a construct that illustrates how essential people are to the Air Force's ability to maintain its position as the world's preeminent Air and Space power.

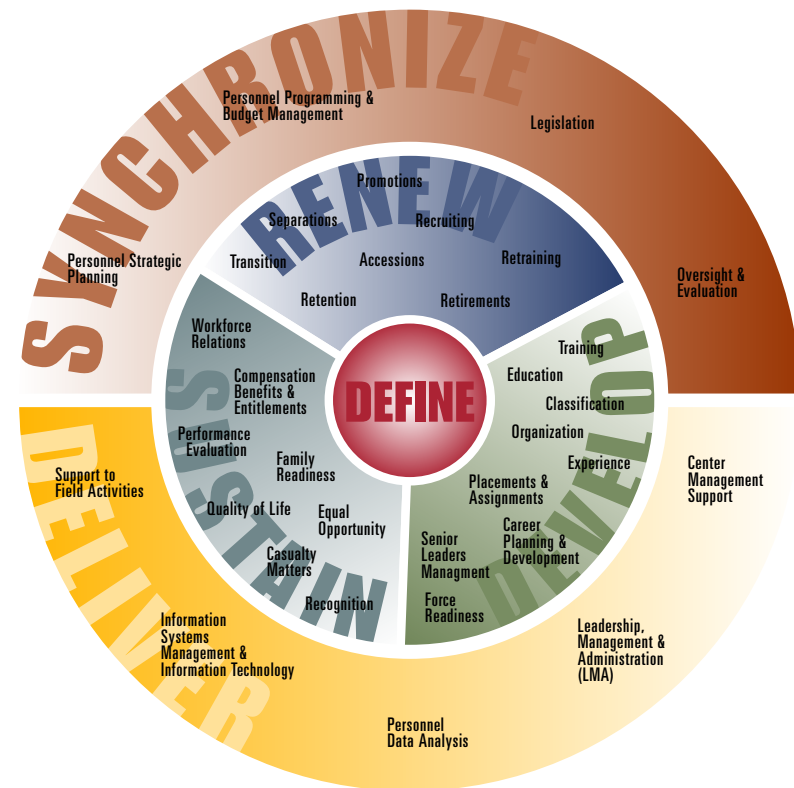


Figure 1. Personnel Life Cycle

Strategic Plan Hierarchy/Linkages

Figure 2 illustrates the strategic hierarchy embedded in the AF Personnel Strategic Plan. The President's Management Agenda (PMA), which specifically directs agencies to establish Human Capital Strategic Plans, drives the plan. The PMA also directs agencies to adopt greater use of "e-government" initiatives, which is a central part of Goal 6 in the AF Plan.

Further, Figure 2 highlights that our Personnel Strategic Plan is linked to broader institutional guidance and hardwired to Air Force Core Competencies and Distinctive Capabilities. From there, the Plan cascades through greater levels of executable depth, from broad new Personnel Goals, to more specific Objectives and detailed Action Plans. The bedrock on which the Plan is built is the right set of Performance Measures, that will guide and direct our transformation from transactional and regulatory-based to effects and performance-based providers of human combat capability.

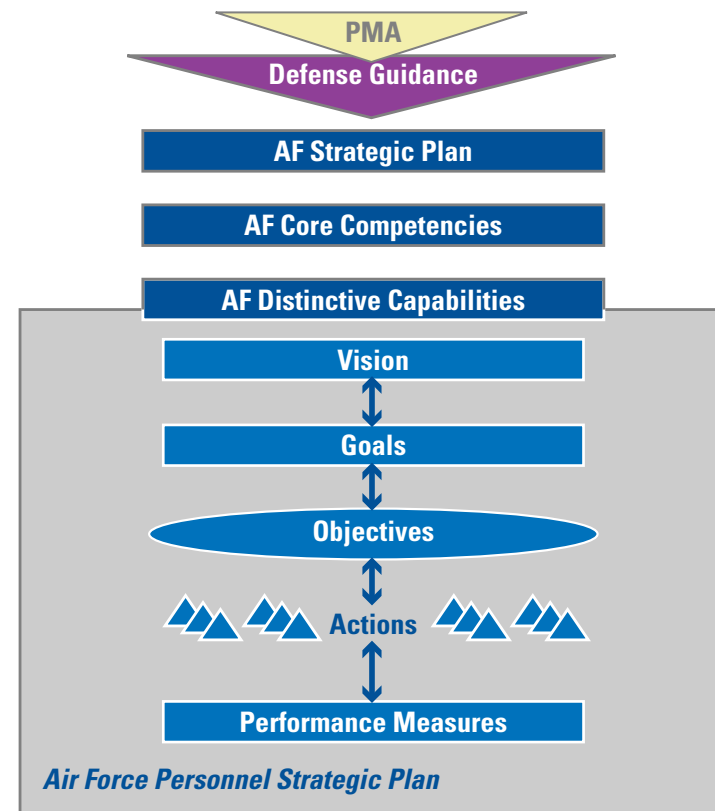


Figure 2. Air Force Personnel Strategic Hierarchy

More specifically, Defense Guidance links to the plan through the Strategic Planning Guidance and Joint Planning Guidance in the programming and budgeting arena and through the Unified Legislative Budgeting (ULB) process. The AF Personnel Strategic Plan is also linked to Department of Defense (DoD) military and civilian Human Resource Strategic Plans as shown in Figure 3. Moreover, this plan links robustly to every quadrant of the DoD Balanced Scorecard, Risk Management Framework.

The Air Force Personnel Strategic Plan also supports the Air Force's long-term strategy as documented in the Air Force Strategic Planning Directive. Figure 4, from the AF Strategic Planning Directive and AFDD 1-1, depicts how the Personnel Community's vision and mission directly support Air Force Core Competencies.

AF Personnel Strategic Plan	DoD Human Resource Strategic Plans	
Military/Civilian	Military	Civilian
Define: Implement a capabilities-based requirement system that meets surge requirements and optimizes force mix (active duty, reserve, guard, civilian, and private industry) to produce a flexible and responsive force.	2. Recruit the right number and quality	Goal 3. Promote and sustain an effective civilian workforce that is as richly diverse as America
Renew: Maintain a diverse, agile, workforce that leverages synergy between active duty, air reserve and civilian components, and private industry to meet requirements and sustain capabilities.	1. Increase willingness of American public to recommend military service to our youth	Goal 1. Promote focused, well-funded recruiting to hire the best talent available
	2. Recruit the right number and quality	Goal 2. Provide a Human Resources system that ensures the readiness of tomorrow's integrated force structure
	4. Transition members from Active Status	Goal 3. Promote and sustain an effective civilian workforce that is as richly diverse as America
Develop: Synchronize training, education, and experience to continuously create innovative, flexible and capable Airmen to successfully employ air and space power.	3. Develop, sustain and retain the force	Goal 4. Invest in human capital to improve effectiveness of the workforce
Sustain: Sustain required force capabilities through focused investment in our Airmen and their families.	3. Develop, sustain and retain the force	
Synchronize: Implement a robust strategic planning construct, understand our Personnel investment, and link programming and legislative development to the plan.	5. Sustain the process and maintain its viability	
Deliver: Transform customer service by delivering a leaner, more cost-effective, customer-focused service to support the Air Expeditionary Force.		Goal 5. Provide management systems that support total force planning and informed decision-making
		Goal 6. Focus the human resources community on the needs of its customers

Figure 3. The Air Force Personnel Strategic Plan is linked to DoD military and civilian Human Resource Strategic Plans

This focus on competencies is a transformational shift in understanding how the Personnel Community contributes to AF capabilities as it provides new, strategic focus in three core areas:

- Developing people who bring technology to warfighters
- Integrating the capabilities of people into Air and Space Operations
- Developing Airmen to accomplish all facets of Air and Space missions.

The success of our strategic plan is evidenced and measured not in transactional terms, but in terms of developing an effective force that produces the Air Force's Distinctive Capabilities:

- Precision Engagement
- Rapid Global Mobility
- Information Superiority
- Global Attack
- Air and Space Superiority
- Agile Combat Support.

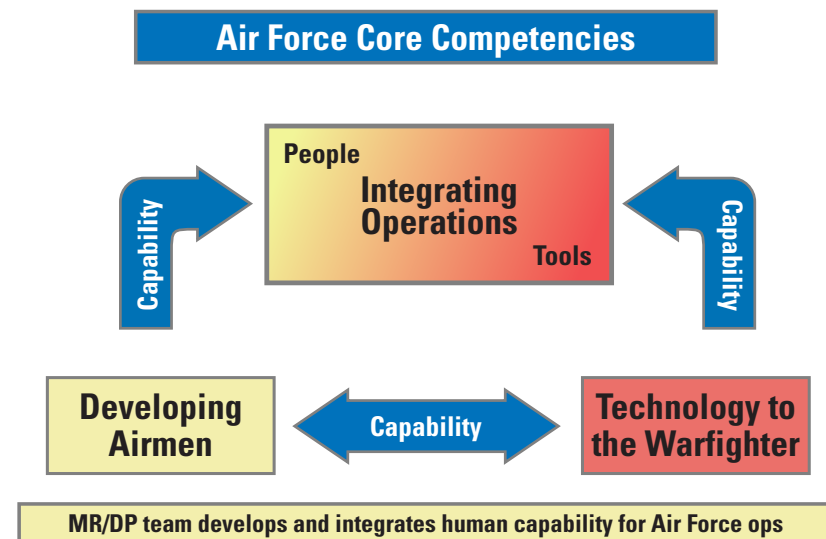


Figure 4. The Personnel Community's vision and mission directly support Air Force core competencies

The Personnel Vision

At the apex of the Personnel Strategic Plan hierarchy is the Personnel Vision. The Vision represents what senior personnel leaders believe the Personnel Community will look like after we have successfully implemented our strategic plan. Our Vision clarifies our organization's direction and purpose. It also allows Personnel and customers across the enterprise to see and understand how they fit into the organization's plans for the future. Our Vision will guide our major and minor organizational decisions and directions: "Does what we are proposing support our Vision?"

***Right People, Right Place, Right Time—
America's Airmen Creating the World's Best Air Force***

Right people refers to our most valuable resource, as described by the Air Force Chief of Staff, General Jumper. It is about so much more than just "a face filling a space". It is about people from diverse backgrounds with the right technical skills, knowledge, and experience needed to perform the duties of a given position. Finally, it is about motivating people to stay physically fit to fight... ready to perform to the top of their abilities, despite hardships and risks or the possibility of recognition or reward.

Right place describes where our 'right people' need to perform their duties, whether at their home base, a deployed location under the AEF construct, in a joint environment, at a training site, and so forth.

Right time indicates the final essential element in obtaining the effective use of our human assets: putting them where they are needed when they are needed. Delays and gaps in filling requirements for people put mission accomplishment at risk. For example, people who arrive too late to contribute to the mission at a deployed location not only put that mission at risk through their absence, but increase the stress on other workers, who must pick up the slack. Right time also speaks to the need to purposefully develop our airmen through education and training and by broadening opportunities at the appropriate time in their career journey.

America's Airmen refers to the active duty officer and enlisted, Guard, Reserve, and civilian workforce that makeup our Total Force. America's Airmen are a professional team dedicated to providing "Global Vigilance, Reach, and Power" in the defense of the United States of America, a diverse force hewn from and responsible to the Nation.

Creating affirms that our people are constantly changing, ensuring that our Air and Space force can adapt and prevail in a world of rapid communications and powerful technological change. Our development efforts must synergistically move our people and talents into inclusive, high-performance teams.

The World's Best Air Force is the product of the Airmen who continuously transform, innovate, and assess their environment and missions to meet current and future air power challenges, enabling us to remain the world's preeminent Air Force.

Goals, Objectives, and Measures

The following Goals reflect how we will achieve our Vision.

- Goal 1: DEFINE** Implement a capabilities-based requirement system that meets surge requirements and optimizes force mix (active duty, reserve, guard, civilian, and private industry) to produce a flexible and responsive force.
- Goal 2: RENEW** Maintain a diverse, agile, workforce that leverages synergy between active duty, air reserve and civilian components, and private industry to meet requirements and sustain capabilities.
- Goal 3: DEVELOP** Synchronize training, education, and experience to continuously create innovative, flexible and capable Airmen to successfully employ air and space power.
- Goal 4: SUSTAIN** Sustain required force capabilities through focused investment in our Airmen and their families.
- Goal 5: SYNCHRONIZE** Implement a robust strategic planning construct, understand our personnel investment, and link programming and legislative development to the plan.
- Goal 6: DELIVER** Transform customer service by delivering a leaner, more cost-effective, customer-focused service to support the Air Expeditionary Force.

The following are the six Strategic Goals, the Performance Goals and Performance Measures developed from the Performance Goals, and the Objectives derived to accomplish and influence the Strategic Goals.

GOAL 1: DEFINE

DEFINITION: Implement a capabilities-based requirement system that meets surge requirements and optimizes force mix (active duty, reserve, guard, civilian, and private industry) to produce a flexible and responsive force.

Objectives	Performance Goals	Performance Measures
Institutionalize the Capability-Based Manpower Determinants (CBMD)	Manpower requirements operationally defined	% of current requirements converted to CBMD
Optimize available tools (i.e., BRAC, A-76, PERSLOAD, Stress formula) to accelerate change		% of stressed AFSCs
Instill a programmatic sense into our requirements process to include the integrated human capital bill and training tail	Manpower requirements linked to AF core competencies	% of AF requirements identified for outsourcing/privatization
Build alternative sourcing of requirements into our total force mix	Total Force mix optimized (Active/ARC/Civilian)	% of contribution each component provides to the overall Total Force mix
	Desired manpower requirements diversity achieved	Define diversity requirement
	Manpower requirements determination process flexibility and responsiveness improved	% of CBMD completed within 270 days of a well-defined capability released for study initiation

OUTCOME: Clearly defined requirements for trained, experienced people based on capabilities needed to achieve assigned missions.

GOAL 2: RENEW

DEFINITION: Maintain a diverse, agile, workforce that leverages synergy between active duty, air reserve and civilian components, and private industry to meet requirements and sustain capabilities.

Objectives	Performance Goals	Performance Measures
Implement a strategy to identify and remove inflexible policies, practices, and legislation <ul style="list-style-type: none"> Facilitate seamless movement between workforce components 	"Faces match spaces"	Manning by grade and AFSCs for each component
		% of AFSCs accessed to target goal
		% of AFSCs retaining to target goal
Develop a total force recruiting strategy to: <ul style="list-style-type: none"> Merge recruiting and hiring processes Leverage our investment to meet AF requirements for quality people and promote diversity 	A fast, flexible system to match qualified Airmen to force requirements	Gapped Positions
Create an integrated Total Force management team that includes: <ul style="list-style-type: none"> Disaggregate skills/age/experience analyses Modeling capability 	Flexible/Versatile Airmen able to be used across the total force (AD, Guard, Reserve, AF Civilian)	Measure of cross-component flexibility
	Diverse force of Airmen that enhances our mission capabilities	Measure of current diversity versus required diversity

OUTCOME: A flexible, balanced Total Force of fit, mission-effective people.

GOAL 3: DEVELOP

DEFINITION: Synchronize training, education, and experience to continuously create innovative, flexible and capable Airmen to successfully employ air and space power.

Objectives	Performance Goals	Performance Measures
Implement a Force Development Strategy	Airmen with skills, knowledge, and experience (SKE) to execute current and future Air Force missions	% of AFSCs Meeting Force Development's Required SKE
Establish a Force Development Council to: <ul style="list-style-type: none"> • Provide vector guidance • Ensure resources are programmed/allocated 		Force Development Recommendations versus Assignment Execution
Develop and implement a plan to restructure education and training programs, funding, and allocation methodology to support the Force Development Construct		
Review/reengineer AF classification policies and practices to: <ul style="list-style-type: none"> • Align with Force Development construct • Meet AF requirements 		
Develop and implement methodology to track total force members' readiness/ancillary skills from a corporate perspective		

OUTCOME: Inspirational leaders and a skilled, knowledgeable, and experienced workforce executing AF missions.

GOAL 4: SUSTAIN

DEFINITION: Sustain required force capabilities through focused investment in our Airmen and their families.

Objectives	Performance Goals	Performance Measures
Create and optimize personnel policies to: <ul style="list-style-type: none"> • Meet the needs of a diverse volunteer, expeditionary force • Produce a measurable and positive result • Maintain our core values 	The AF leverages what Airmen and their families value most by measured investments in and personnel policies for programs that most meet the needs of our diverse volunteer expeditionary force	Scores relative to established benchmarks for: a) Community Readiness, b) Family Readiness, and c) Report anytime scores fall below 75%
Reevaluate our social compact with the all volunteer force to enhance stability and predictability		
Develop flexible compensation packages to retain the right skills mix	The AF uses focused programs, which include the full spectrum of rewards and incentives, to sustain quality people who possess the right skills mix	Measure of the alignment between sustainment resources expended and Airmen priorities

OUTCOME: Sustained, stable, and diverse workforce of motivated, capable people.

GOAL 5: SYNCHRONIZE

DEFINITION: Implement a robust strategic planning construct, understand our personnel investment, and link programming and legislative development to the plan.

Objectives	Performance Goals	Performance Measures
Codify Personnel doctrine	Effective strategic plan	% performance measures on track
Employ a Personnel strategy that is goal-oriented, measurable, and supports Executive Branch, DoD, and corporate guidance	Understand full investment	% complete of mapping of Fully Burdened Cost of an Airman (FBCA)
Understand and prioritize Personnel investment in terms of capabilities	Strategy drives resources	% AF resources allocated to personnel strategic goals
Ensure our Personnel planning strategy drives programming, planning, budgeting, and legislation activities to maximize our Return on Investment (ROI)	Consistent, integrated policy and statutes align with strategy	Legislative status versus alignment with strategic goals
Ensure our DP organization is aligned to effectively execute the Personnel planning strategy		

OUTCOME: Integrated planning that drives our programming and legislative agendas and maximizes our return on investment.

GOAL 6: DELIVER

DEFINITION: Transform customer service by delivering a leaner, more cost-effective, customer-focused service to support the Air Expeditionary Force.

Objectives	Performance Goals	Performance Measures
Focus on core capabilities and establish strategic partnerships to enable outsourcing of non-core activities	Satisfied Commanders	Measure of satisfaction of commanders/airmen
Optimize horizontal and vertical integration of personnel-related customer services	Satisfied Airmen.	
Align personnel processes to better support AEF strategy	Optimized Processes – Improved service quality, improved process cycle time, lower cost service	Personnel operating cost per airmen
Simplify personnel processes and maximize use of responsive and flexible personnel data systems	Retool and redesign processes, services and supporting systems with AEF at the center	Servicing ratio
Maximize the effective use of self service while restoring/ maintaining commander confidence		# of processes evaluated to support AEF

OUTCOME: State-of-the-art processes and delivery systems that best enable the Air Expeditionary Force.

Managing the Plan

As this plan matures and is implemented, it will require periodic updating. Key roles and responsibilities for amending or changing the Strategic Plan are detailed below.

Roles and Responsibilities

Ultimately, achieving the Personnel Vision and executing the personnel strategy are responsibilities of the entire Personnel Community and cannot be achieved without the support of all stakeholders. However, certain key individuals and organizations are tasked to directly develop, update, implement, and oversee the accomplishment of goals and objectives in the Personnel Strategic Plan. These responsibilities are described in this section.

The Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR): SAF/MR provides strategic perspective and direction to the Personnel Strategic Plan and advocates for resources and policy/legislative issues in support of strategic goals and objectives. The SAF/MR oversees the effectiveness of the strategic plan and the actions of the Personnel Community on behalf of the SECAF through review of strategic performance measures. SAF/MR assists in determining appropriate performance measures, is a key contributor and decision maker in the development of the personnel research agenda, and introduces private-sector best practices where implementation improves capability and efficiency.

The Deputy Chief of Staff, Personnel (AF/DP): The AF/DP has overall responsibility for implementing processes and procedures to achieve the objectives of the strategic plan. The AF/DP receives quarterly updates through the Performance Management Review (PMR) on the status of each of the goals, initiatives, and performance measures that make up the strategic plan, and provides guidance as necessary.

The Strategic Planning Executive Board (SPEB): The SPEB defines the overall direction and vision for the Personnel Community as documented in the strategic plan. Co-chaired by the SAF/MR and AF/DP, the SPEB consists of the general officer level stakeholders in the manpower, personnel, and training community who are responsible for ensuring efforts produce the right people at the right place and time. This includes, but is not limited to, the AF/DP Directors, AFPC Commander, SAF/MR Deputy Assistant Secretaries, and representatives from Rand Corp, OSD(P&R), AETC/CV, AF/RE, ANG, and an AF senior mentor. Responsibilities of the SPEB include review and direction on the Personnel Vision, Personnel Strategic Plan, strategic performance measures, research agenda, legislative agenda, and risk management.

The Personnel Board of Directors (BoD): BoD members—the AF/DP senior staff, AFPC commander, and MAJCOM/DPs—have two primary responsibilities regarding the Vision and Strategic Plan. The MAJCOM/DPs are charged with representing the MAJCOM commanders in advising the SPEB on the operational direction for the Personnel Community by recommending operational strategies to achieve strategic goals, including a review of objectives at the BoD

annual meeting. BoD members are also responsible for ensuring their organizations are executing the AF personnel strategy and achieving specified goals.

Goal Champions: Goal Champions are general officers or SESs assigned to each of the goals contained in the strategic plan. The Goal Champion is responsible for directing, coordinating, and reporting actions to achieve a particular goal. Goal Champions review their efforts frequently to assess progress, assist with implementation, and recommend changes to goals when appropriate. Goal Champions provide quarterly progress reports to the AF/DP and provide updates on goal status to the BoD and at the AF Worldwide Personnel Conference.

Goal Leads: Goal Leads are responsible to the Goal Champions for day-to-day implementation of goals and initiatives contained in the strategic plan. Goal Lead responsibilities include:

- Directing and coordinating activities associated with accomplishing the overall goal, including actions that fall within the responsibility of another office or organization
- Assisting the Goal Champion in developing metrics used for tracking, monitoring, and reporting progress on the goal
- Identifying and articulating resource requirements necessary for achieving the goal
- Advocating for resource requirements through the Air Force Corporate Structure process
- Reporting shortfalls to the Goal Champion and identifying risk areas

- Advising the Goal Champion of progress (using prescribed formats)
- Updating metrics, reporting on progress, and working through difficulties
- Recommending strategy changes (e.g., closing an initiative, adding an initiative, changing an initiative, etc.)

Objective Leads/Action Offices: Objective Leads and Action Offices are directly responsible to the Goal Lead and Goal Champion for accomplishing assigned activities in achieving the goal. Responsibilities include:

- Executing and overseeing tasks to accomplish the goal
- Helping develop and report performance measures
- Helping the Goal Lead identify resource requirements and develop resource strategies
- Recommending strategy changes to Goal Lead as appropriate (e.g., closing an initiative, adding an initiative, changing an initiative, etc.)
- Reporting progress and proposed COAs to the Goal Lead.

Strategic Plans Division (AF/DPXP): AF/DPXP is the OPR for developing strategic planning constructs, synchronizing the elements of the strategic plan, and overseeing the implementation of planning guidance. AF/DPXP serves as advisor to SAF/MR, AF/DP, and the SPEB on personnel strategic planning. AF/DPXP advises Goal Leads and Champions, consolidates input from the Goal Champions and Goal Leads, and sets up presentations to the SPEB and AF/DP on planning issues. DPXP also develops a Communications Plan to report

progress of strategic planning initiatives to the Personnel Community and AF stakeholders. AF/DPXP administers processes for reviewing and changing the Strategic Plan and prepares the BoD for strategic planning activities.

Analysis Division (AF/DPXA): AF/DPXA is the OPR for administering the development of strategic performance measures. DPXA provides analytical expertise and counsel to the SAF/MR, AF/DP, and the SPEB in determining the most effective measures for overseeing the accomplishment of strategic objectives, as outlined in the AF Strategic Plan. DPXA also ensures personnel performance measures are effectively aligned and support measurement requirements from HQAF and OSD. DPXA also leads the development of the annual personnel research agenda, which is driven by knowledge and information gaps revealed by the Strategic Plan and its performance measures.

Strategic Plan Review and Update Process and Timeline

As the following figure depicts, the Personnel Strategic Plan will be reviewed for progress and changes through quarterly Performance Management Reviews. The AF/DP chairs PMR meetings where Goal Champions brief progress on their goals and PMR members consider implications to their strategies. Expected PMR-level decisions are closing current objectives, adding new objectives, closing current initiatives, and adding new initiatives to current objectives. Significant strategic decisions and changes in strategy will be topics of discussion at the SPEB. AF/DPXP serves as OPR for setting up and coordinating PMR and SPEB meetings with direction from SAF/MR and AF/DP.

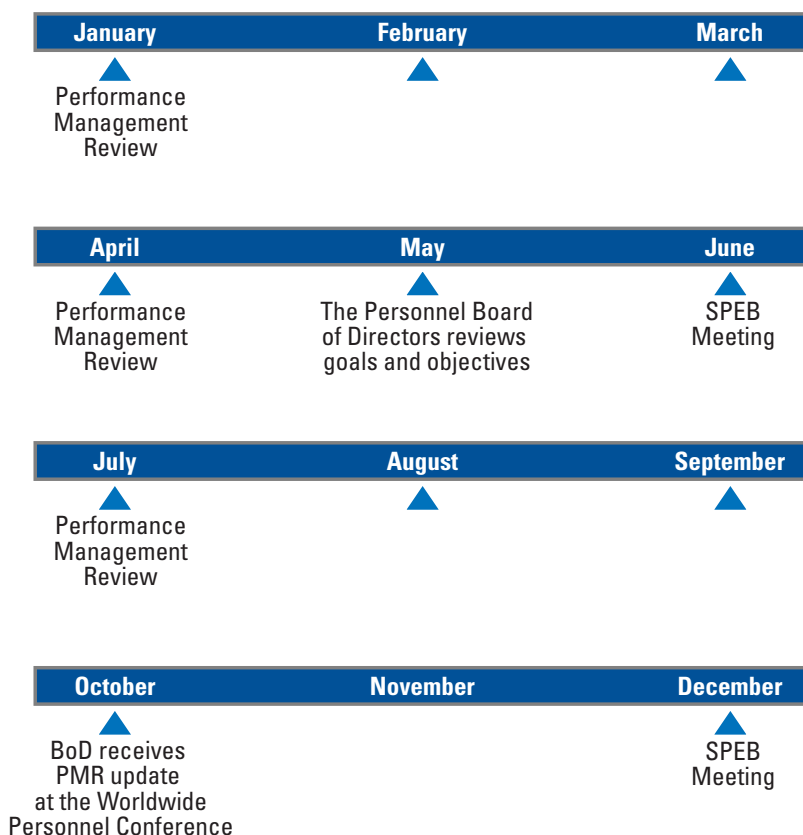


Figure 5. Strategic Plan Review Timeline
(dates and agenda items may be adjusted as required).

Research Strategy

The AF Strategic Plan charges the Air Force to effectively recruit, retain, and develop Airmen who possess the traits, knowledge, and motivation to direct and operate the world's premier air and space force. The Air Force has instituted processes and procedures to satisfy those requirements; however, manpower, personnel, and training systems, like other mission-essential hardware and infrastructure, require periodic calibration, maintenance, upgrades, and, eventually, replacement.

To support human capital goals and management strategy, AF/DP must have access to in-depth analysis to support decision making in effectively defining, developing, sustaining, and renewing all components of the workforce. As part of the analytical capability, the Air Force Personnel Research Strategy seeks to leverage the capabilities of agencies, within and outside the Air Force, to gain insight into the effectiveness of our human capability management and development efforts. Coordinated through the Air Force Personnel Operations Agency, the research strategy provides prioritizes and frames the strategic studies and analysis that reflect the Personnel Vision and Strategy.

AF/DP conducts an annual call for research and study topics for funding each fiscal year. Project impacts and outcomes must support the Personnel Strategic Plan and significantly contribute to the success of our human capital performance measures. Research issues must address weaknesses in linking force requirements to the personnel competencies necessary to satisfy them. They must focus on the processes and approaches for sustaining, renewing, and developing Air Force

personnel and delivering systems and support to Air Force leadership. The research strategy-proposed topics with methodologies and funding-are compiled and approved by AF/DP and SAF/MR.

For the next few fiscal years, the AF/DP Research Agenda will continue to address strategic objectives. Some examples of our Research Agenda items beginning in FY 04 and continuing in FYs 05/06 are shown below.

Diversity – Goals 1 and 2
Force Quality – Goal 2
Retention – Goals 2 and 4
Competency-based Management – Goal 3
Training Costs and Capabilities – Goal 3
Interchangeability of People (Sourcing Flexibility) – Goal 3
Personnel Professional of the Future – Goal 3
Air Reserve Component (ARC) Volunteerism – Goal 4
Return on Investment – Goal 5
Customer Service – Goal 6
Operation Iraqi Freedom (OIF) Lessons Learned – Goal 6

Figure 6. Examples of Research Agenda items beginning in FY 04 and continuing in FYs 05/06.

Conclusion

Overall, our new Personnel Strategic Vision and Plan outlines the transformational path we have set for the Personnel Community. This strategic journey will fundamentally change the way we do business, shifting us from a regulations-based service provider to a capabilities-based provider of combat power.

At the core of the Personnel Strategic Plan is a new, dynamic view of the Personnel Life-Cycle Continuum—one that highlights and synchronizes the complex interrelationships that exist as we Define, Renew, Develop, Sustain, and Deliver human combat capability to the warfighter. This new, dynamic view focuses on outcomes rather than on mere transactions, and the Performance Measures we are implementing will guide and direct our efforts to achieve our Vision:

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Contact Info

If you have questions, comments, or inputs about our Personnel Strategic Plan, we welcome them. HQ USAF/DPXP is the OPR for the plan, and you may contact us either by email (AF/DPXP workflow) or by phone: DSN 223-4552 or commercial (703) 693-4552.